



NEW JERSEY AIR NATIONAL GUARD

HEADQUARTERS NEW JERSEY AIR NATIONAL GUARD

MEMORANDUM FOR 177FW/CC 108ARW/CC

6 August 2002

FROM: NJANG/CC

SUBJECT: Selection of Personnel for NJANG Command and Key Leadership Positions

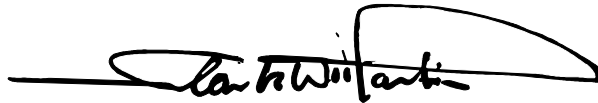
1. The Selection of future Commanders and personnel for key leadership positions is among our top leadership responsibilities.
2. The choices that we make shape our future. Likewise, the choices that we make when selecting personnel for our senior and key leadership positions shape the future of the New Jersey Air National Guard. For this reason we must make these selections with great care and diligence. This issue is and will continue to be a Special Interest Item.
3. It is my intention that all members of the New Jersey Air National Guard are afforded the opportunity to reach their fullest potential- traditional guardsmen as well as our full-time force. This means that all members will be given the opportunity to compete fairly for senior and key leadership positions. The positions that require formal announcement include:
 - Wing/Group/Squadron/Flight Commanders
 - Officer and Enlisted Supervisory Positions (i.e. section supervisors, First Sergeants)
 - Wing Advisor Positions (IG, Executive Officer, Comptroller, MEO, HRA, JA, Public Affairs/Community Manger)
 - Command Chief Master Sergeants
 - Select Senior NCO Positions (E8/E9)
4. The selection boards for these positions will be representative of our guard population. These diverse groups will help to ensure equity in future selections. This is not to suggest that past selections have not been made fairly. But, diverse boards will help all applicants to rest assured that they are being given equal consideration for our leadership positions.
5. Formal recommendations for new commanders must be submitted to the NJANG/CC through the TAG/ AXO for final review and approval. The following information must be provided with all such recommendations:
 - Name, grade, and current position of recommended individual
 - Name and rank of others considered
 - Status of individual (i.e., technician or traditional guardsmen)
 - Justification summary

Note: When a vacant military position has a corresponding technician/ AGR vacancy, NJANG/CC coordination is required prior to publication of the military technician vacancy announcement.

6. The Selection of NJANG personnel to senior and key leadership positions is one of our top force management actions. The equitable allocation of such positions between our traditional and full-time force is an on going item of review.

7. Members selected for all senior and key leadership positions must represent not only qualified, but the best-qualified candidates. Individuals selected must possess the PME, experience, and also the leadership qualities required by the position. Waivers for PME requirements are possible, but will be granted only in exceptional circumstances.

8. Just as important as selecting the right candidates today, are recognizing those individuals who have potential to be the right candidates tomorrow. It is our responsibility to identify, develop, and prepare the NJANG future leaders. We must make these choices, and make them carefully, so that when the time has come for us to move on, we can rest assured that we have left the New Jersey Air National Guard in good hands.

A handwritten signature in black ink, appearing to read "Clark W. Martin", with a large, sweeping loop at the end.

CLARK w. MARTIN, Major General, NJANG
Commander

cc: AXO